

Course Contents :

Module	Course Content	L	T	P
1: <i>Overview of Total Quality Management (TQM)</i>	Definition of quality; Definition of Total Quality Management; Significance and importance of TQM – Smell of the place; TQM Grid Chart; Transition of cost, quality & profit; Little Q and Big Q; Enterprise Quality & Roadmap; Quality - A look at History; Differences between traditional management and TQM;	4	1	1
2: <i>Quality Gurus</i>	Joseph M Juran – Juran’s philosophy; W Edward Deming – Deming’s 14 principles; Philip B Crosby – Quality is free, Crosby’s 14 steps for quality improvement, Quality Management Maturity Grid;	2	1	1
3: <i>Quality Technology Tools (QTT)</i>	Commonly used QTTs; Seven Problem Solving Tools - Pareto Diagram, Flow Diagram, Check-sheet, Histograms, Scatter Diagrams Control Charts, Cause-and-Effect Diagrams; New Seven QC Tools - Affinity Diagrams, Relations Diagrams, Tree Diagrams, Matrix Diagrams, Arrow Diagrams, Process Decision Program Charts, Matrix Data Analysis; Deming wheel / PDCA cycle; Brainstorming; Concentration Diagram; 5 Whys; 5W + 1H; Paired Comparison; Impact Diagrams; Force Field Diagrams; Schedule or Project Planning; Failure Prevention Analysis; 5S ; Kaizen ; SMED; Kanban; Quality Circle; Total Productive Maintenance (TPM); Glass wall Management; Mini Company Technique.	8	1	1

<p>4 : <i>Cost of Poor Quality (COPQ)</i></p>	<p>Hidden cost of poor quality; Revenue lost through poor quality; Industry Experience; Categorization of Quality Cost elements – cost of conformance – prevention and appraisal cost, cost of non-conformance – internal and external failure costs, Opportunity cost.</p>	2	1	1
<p>5: <i>Process Distribution, Capability and Six Sigma</i></p>	<p>Concept of distribution; stability of a process – common causes and special causes; Process control; Process capability; Measures of central tendency and variance; Standard Deviation; Specification limits and control limits, Cp and Cpk; Concept of Six Sigma – Six Sigma methodologies - DMAIC and DMADV</p>	4	1	1

Reference Cases :

1. “Alliant Health System : A Vision of Total Quality” – Harvard Business Review, Rev. July 01, 1993.
2. “Apollo Hospitals : Differentiation through hospitality” – Harvard Business Review, IIM, Bangalore.
3. “Era of Quality at the Akshay Patra Foundation” – Harvard Business Review, IIM Bangalore.
4. “Implementation of total quality management Case study: British Airways” - Bulletin of the Transilvania University of Braşov Series V: Economic Sciences • Vol. 8 (57) No. 1 – 2015
5. “TQM Practices in Travel Services – A Case Study” – Journal of Science and Industrial Research, Vol.59, August-September 2000, pp 732-737
6. “Implementation of TQM: A Case Study in an Auto Company” - Asia-Pacific Business Review, Vol. VII, No. 2, April - June 2011, pp. 74-82, ISSN: 0973-2470
7. “Total Quality Management at Xerox –A Case Study” – Quality Engineering, Volume 5, 1993, Issue 3.

Reference Text Books :

1. Oakland G. F. Total Quality Management, Oxford, 2003. (Text)
2. Evans, J.R., Quality and Performance Excellence: Management, Organization and Strategy, Thomson South-Western, 2007.
3. Goetsch, D.L. and Davis, S.B. Quality Management, Prentice Hall, 2006